



ATAMAI

Transforming Kāinga Ora enters its next phase

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Our Transforming Kāinga Ora programme continues at pace, with several milestones being met, notably Minister Chris Bishop's [announcement of the Reset Plan](#) earlier this month.

The Reset Plan, along with the findings of our Organisational Health Index (OHI) survey conducted in late 2024, are the two foundation pieces for Transforming Kāinga Ora.

Our CE Matt Crockett and General Manager People, Governance, Capability (PGC) Tracey Taylor have now discussed with our people the OHI findings in a special online session. In this session they also outlined three distinct phases in Transforming Kāinga Ora. These have been named Reset, Resize, and Renew. In addition, Matt

shared that he is to continue as our chief executive until 31 December 2025, to help ensure the programme is carried out successfully.



CE Matt Crockett and PGC GM Tracey Taylor discussed the findings of our Organisation Health Index (OHI) and shared next steps in an online session for all our people.

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Reset, Resize, Renew

We now have an overwhelming mandate for transformation — from our Government, our Board, our CE, and Executive Leadership Team (ELT), and from our people.

This mandate was established during what Matt says was our Reset phase. During this phase the Transforming Kāinga Ora programme was launched, the Transformation Office and nine workstreams set up, the Reset Plan announced, and the OHI survey was carried out and its findings shared.

We are now ready for the next phases in our transformation journey, what we are calling our Resize and Renew phases. To help guide us, the Reset, Resize and Renew programme has been set up. Its mahi is intrinsic to the success of Transforming Kāinga Ora.

This programme is being led by Tracey, with the full support of our CE, ELT, and our Board. It encompasses the [Transforming Kāinga Ora](#) workstreams Tracey is the Executive Sponsor of — Support Functions, Labour Productivity and Organisational Health — and its remit is to consider how we can transform five areas:

- organisation design
- performance and remuneration frameworks
- leadership capability
- ways of working
- our culture.

Redesigning our organisation

The first step in the Reset, Resize and Renew programme is to consider how we could redesign our organisation so that it is right sized for the work outlined in our Reset Plan. As we return to our core mission of providing a sustainable

social housing portfolio and being a responsible landlord, we need to ensure our support functions are matched to the mahi we are expected to deliver.

Work on what this redesign would look like is now underway. As it is a redesign across the organisation, we expect it may result in changes to some reporting lines, some roles, as well as a reduction in the number of roles. To enable this, we will need to consult with our people. As we have always done, we will ensure consultation is carried out in a way that reflects our value Manaakitanga, is open and transparent, and that it enables our people who are directly affected to provide feedback. The intention is to have the new organisational design in place by 30 June 2025, and we will keep everyone informed about next steps as soon as we have more information.

To aid this work, we will also be changing our recruitment process. This will enable us to develop a clear picture of all recruitment activity and resourcing needs across the organisation and enable informed recruitment decisions to be made, aligned to our financial drivers' volumes of work and what we need to deliver in the Reset Plan.

We will provide you with updates on the progress of this mahi over the coming weeks. Matt, Tracey, and our ELT have undertaken to share with our people information about the Reset, Resize, Renew programme as soon as it is confirmed, so please ensure you keep informed. In the meantime, if you have any questions, please contact

Reset_resize_renew@kaingaora.govt.nz.

Adopting a positive mindset

In line with our values Manaakitanga and Mahi Tahi, it's important that we each consider the best way to approach, and contribute to, our transformation programme.

Matt and Tracey point out that to become a high-performing, forward-thinking, financially sustainable organisation, our people need to have a growth mindset and focus their efforts on the positive contribution they can make to Kāinga Ora, our customers, and each other.

Here are three things to consider:

- Take a proactive approach — stay connected and across what is happening and when. If you have questions, proactively seek the answers, or talk to your People Leader. Also, think about what supports you need to navigate transformation and ask for help when you need it.

- Manaakitanga, do the right thing and think of others — take the time to reflect on the contribution you can make to transformation and the positive impact you can have on those around you. Transformation can be challenging, but we all have choices about how we react to transformation and the impact our behaviour can have on the people we work with day-to-day.
- A growth mindset expects challenges — transformation can bring feelings of uncertainty. That is OK. A key part of working through transformation is managing the discomfort it brings.

Wellbeing support

We have a range of support available for our people. This includes having a kōrero with a mental health professional, advice on focussing on what keeps you well, such as sleep, activity or eating, or a combination of those things. It's OK to reach out for help — some free and confidential services are highlighted below.

- Counselling, lifestyle coaching and rongoā Māori through EAP Services. Call 0800 327 669 or book online.
- UniMed members can access three free mental wellness sessions per year through specialist partners or other providers.
- Call or text 1737 anytime if you're not sure of where to go for support and need to talk with someone.

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